



SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS
EXECUTIVE EDUCATION

***Harnessing the Power of a
Multi-Generational Workplace***

Presented to Executive Women in HealthCare

February 7, 2019

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Clients and Strategic Partners

HEALTHCARE



Indiana
Hospital
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Franciscan
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ESKENAZI
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Community
Health Network



NONPROFIT



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Welborn Baptist
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GOVERNMENT

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AASHTO
THE VOICE OF TRANSPORTATION

DEFENSE



NAVAL SURFACE
WARFARE CENTER

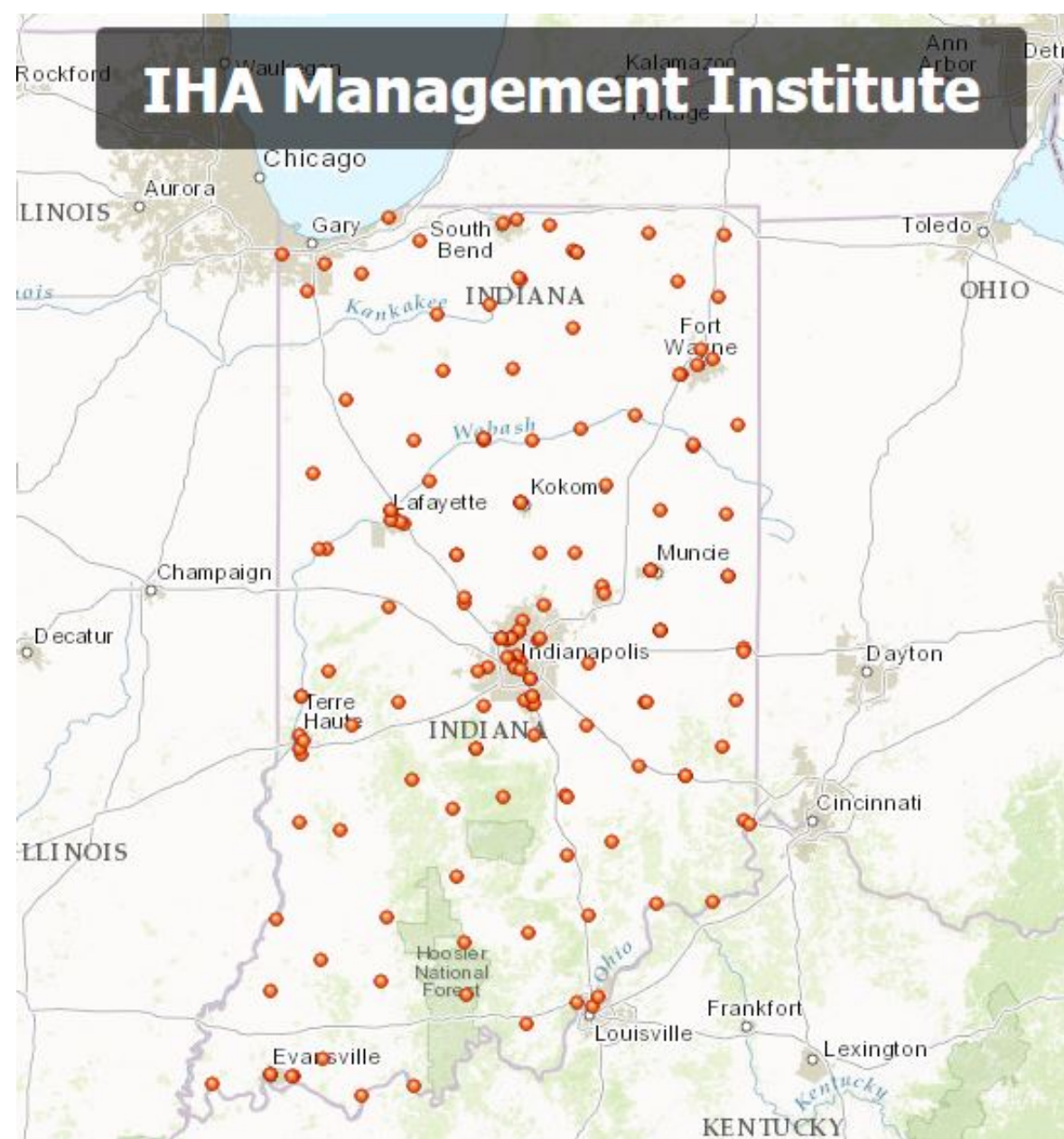
Philadelphia Division



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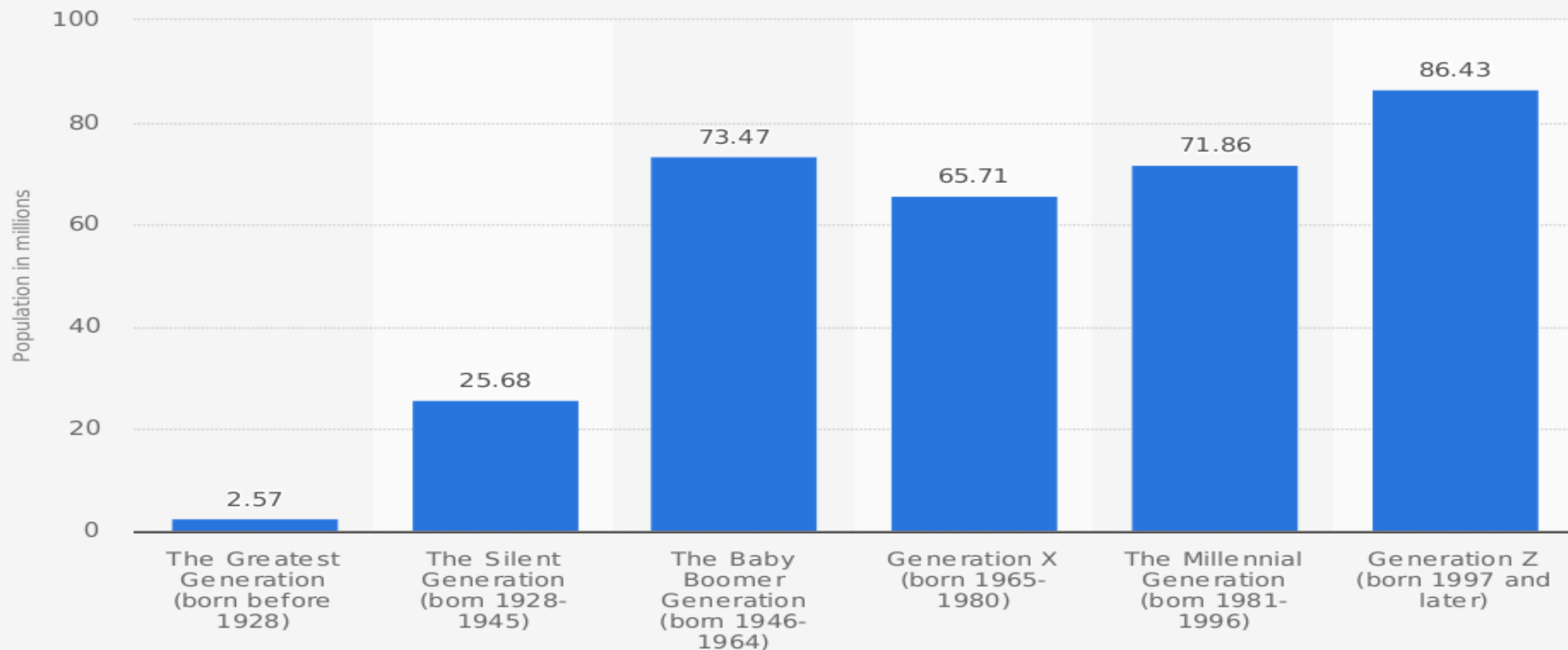


HEALTHCARE INNOVATION LEADERSHIP INSTITUTE

Course Structure



Resident population in the United States in 2017, by generation (in millions)

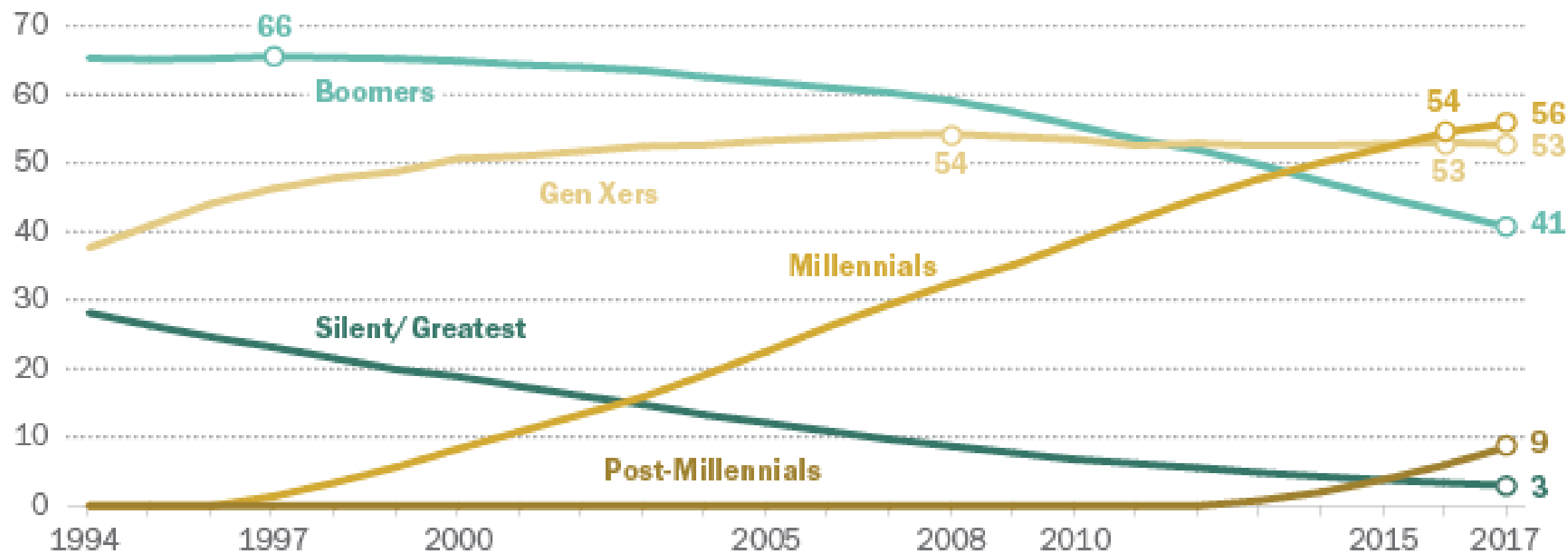


Source
US Census Bureau
© Statista 2018

Additional Information:
United States; US Census Bureau; As of July 1, 2017

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

The Generations

- Traditionalists (1920-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1995)
- Generation Z (1996-??)



What's Your Generation?

Generation	#/% of group	Born...
Traditionalists	-	1900-1945
Baby Boomers	-	1946-1964
Generation X	-	1965-1980
Millennials	-	1981-1996
Generation Z	-	1997-?



Does our generation matter?

LET'S TAKE A QUIZ TO FIND OUT



Name these items and what they were used for:





Please define the following text language:

- TTYL
- SMH
- IMO/IMHO
- OMW
- ICYMI
- POS
- PAW



Name this toy:





ACTIVITY: MY GENERATION

What does your generation bring to the workplace?



Why Does a Generation Have a Personality?

- Stages of value development
 - Imprinting (1-7)
 - Modeling (7-13)
 - Socialization (14-20)
- Defining moments
 - Events that capture the attention and emotions of thousands, if not millions, of individuals at a formative stage in their lives
 - Shape collective world view
 - World view = reality



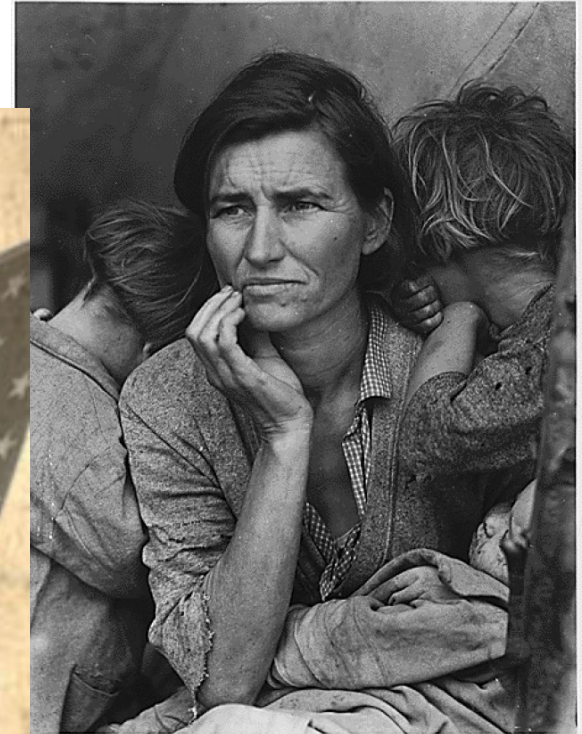
Traditionalists: Born 1920-1945



Dust Bowl



World War 2



Great Depression



Public Enemy #1
John Dillinger

Baby Boomers: Born 1946-1964



TV...and stuff



MLK

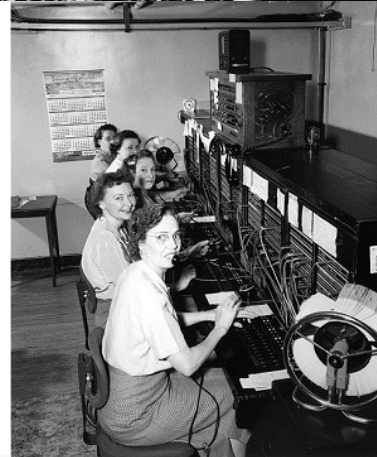


JFK



Elvis

Women's
Work



Beatles

Generation Xers: Born 1965-1980



Vietnam



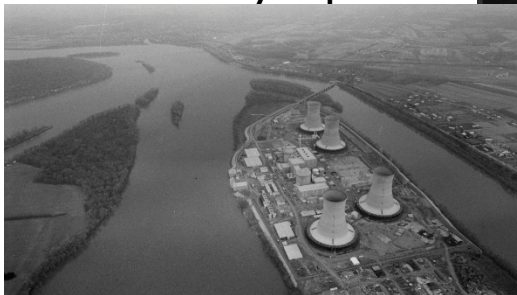
Iran Hostages



Sandra Day O'Connor



Olympics



Three Mile Island



Energy Crisis

Beatles

Millennials: Born 1981-1995



Columbine High School



Gulf War



New Kids



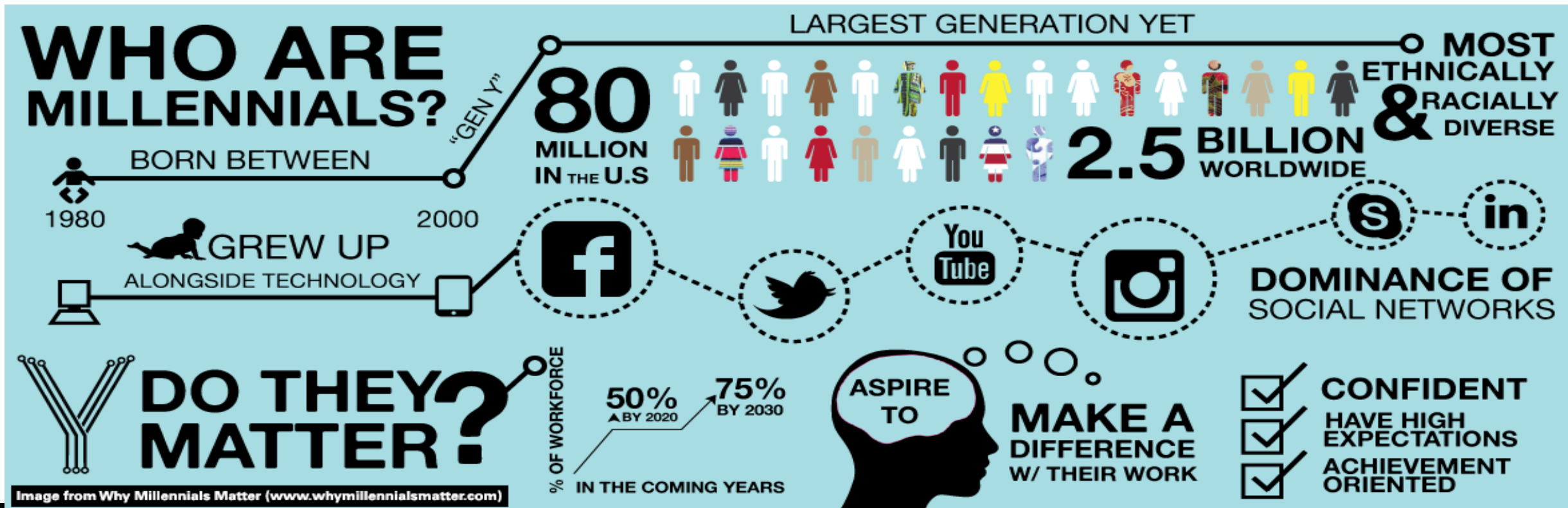
More about Millennials

- Most “wanted” generation in history
 - Raised by Baby Boomers
- 4 out of 5 high school students report feeling “some” or “a lot” of parental pressure to get high grades
- Less “free” time than any generation in history; more time in school, household chores, personal care, organized sports, visiting/traveling



The Millennials – Attention Span = 12 seconds

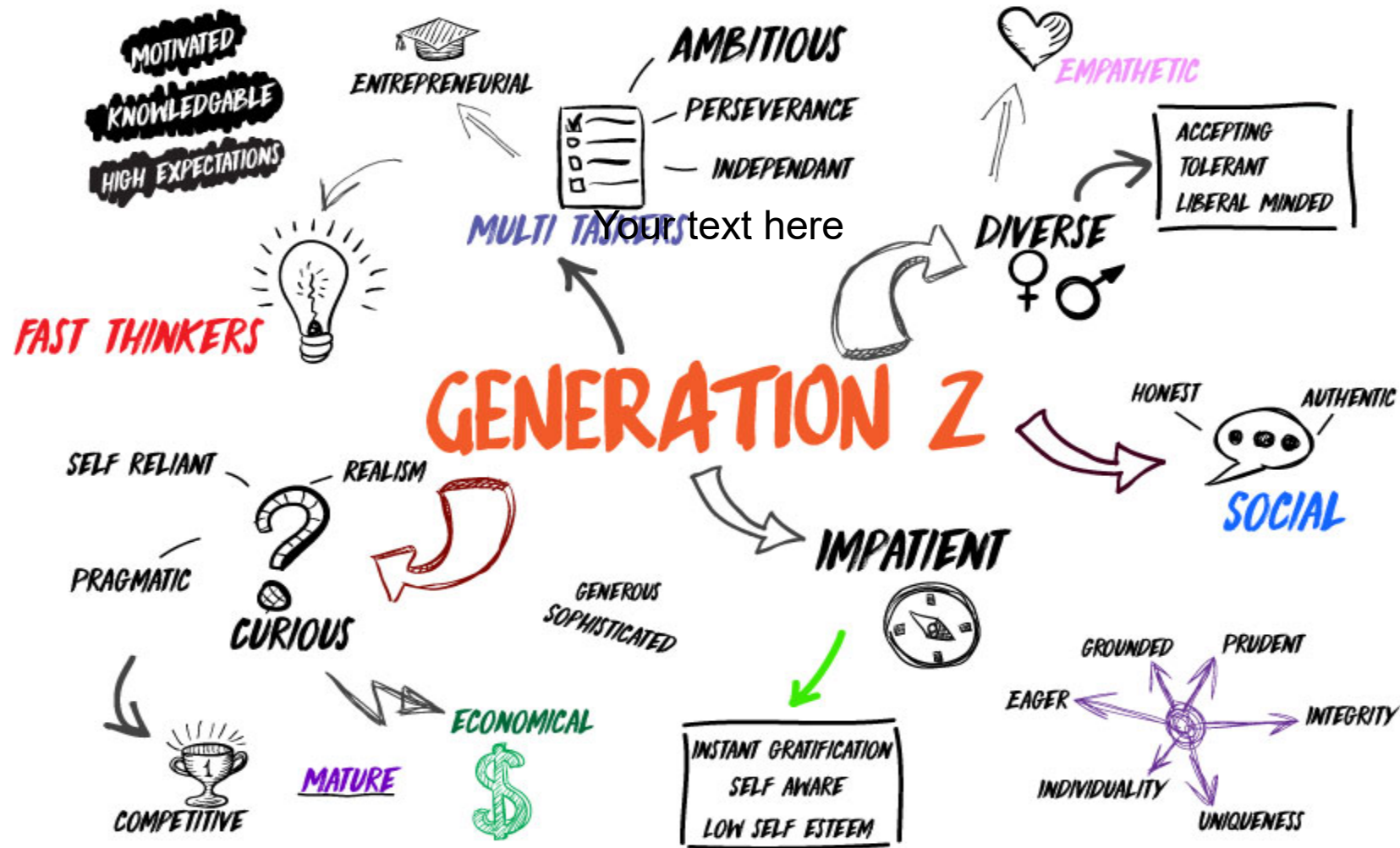
- Already nearly 50% of workforce



Generation Z: 1996-????



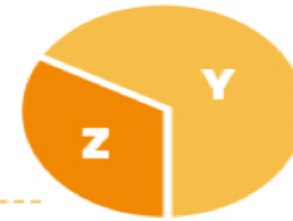
Gen Z or iGen – Attention Span = 8 seconds



Gen Z is anyone born after

1995

Estimated **23 MILLION**,
about one-third the population
of Gen Y (i.e. Millennials)



MOST ETHNICALLY DIVERSE GENERATION

to date and are said to be the last generation with a caucasian majority:
54% Caucasian, **24%** Hispanic, **14%** African-American, **4%** Asian, **4%** Other

KEEPING IT REAL:

67% are more interested in stories
with a realistic ending and are 2x
more likely to watch ads with real
people rather than famous endorsers.



\$44 B
to spend



PRODUCT TRUMPS EXPERIENCE:

60% prefer a cool product vs. a cool experience

KEEP IT SHORT AND SWEET: Gen Z opts for quick
communication with **50%** saying they send at least 50 texts/day



 **fullcontact** SOURCES | socialmarketing.org/newsletter/features/generation3.htm | magid.com/sites/default/files/pdf/MagidPluralistGenerationWhitepaper.pdf | entrepreneur.com/article/238998 | adweek.com/news/technology/infographic-gen-z-and-millennials-want-different-things-brands-163741 | youvisit.com/virtual-tours/blog/everything-you-need-to-know-about-generation-z/



Gen Z and Innovation

- Global social media + crowdsourcing + open-platform education/sharing = unprecedented influence for new inventors

What did these teens invent?

Learn like a Millennial – Google ‘em!

- Jack Andraka
- Angela Shang
- Ann Makosinski

Gen Z and Employment

- More than 50% want jobs with social impact
- 72% want to start their own businesses
- 56% said they were “savers, not spenders”
- 84% say they’ll have to work harder than previous generations to get ahead



Gen Z and Vices

- Smoke, drink, and fight far less than previous generations
- Significantly more likely to text while driving
- Smarter or better looking? 69% say “Smarter”



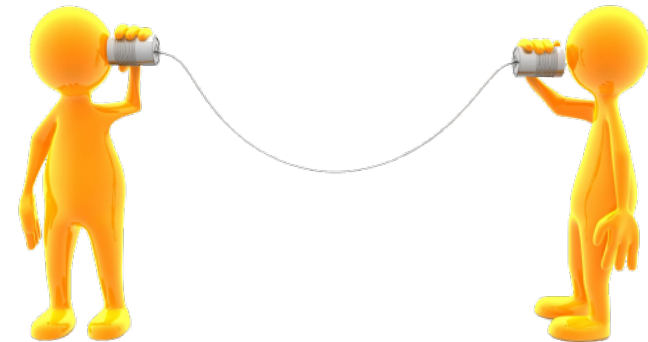
Gen Z and Social Media

- Live in constant FOMO
- 92% online daily; 24% “almost constantly”
- Top 2 Preferences: YouTube and Snapchat
- More likely to post on YouTube or “Vlog”
- Texting is preferred method of communication (40 texts/day “Typical”)



Communicating with Gen Z

- Text
- Ask for opinions and listen
- Engage frequently, respond quickly
- Use inductive (main point first) reasoning
- Face-to-face when you can
- Ask “How do you know?”
- But MOSTLY: Be visual



Differing Workplace Values

- Traditionalists: loyalty, experience, consistency
- Boomers: recognition, enthusiasm
- Xers: technology, skill development
- Millennials: energy, social consciousness
- Gen Z: safety, success



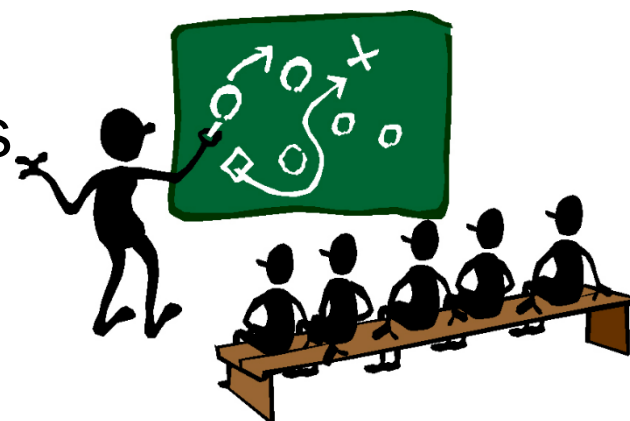
Preferred Supervision

- Traditionalists: Tell me
- Baby Boomers: Let's discuss
- Generation X: Share your expertise but let me decide
- Millennials: Tell me, exactly
- Gen Z: Tell me why



Best Practice: **Coach Not Manage**

- A Platform for Teaching
- Provide Frequent Access
- Support for Difficult Decisions
- Collaborate v. Command
- Listen To
- Focus on Career Paths
- Read What they Read



Best Practice: Provide Innovative Opportunities

- Short, Achievable Assignments
- Utilize Technology but include Face Time for Gen Z
- Real Chance to Demonstrate Value
- Be Specific on Expectations
- Provide Feedback





Comprehensive Best Practice: **Focus on the Culture**

- Focus on the Front Line Manager
- Vary Experiences
- Tap into Values and Beliefs
- Be Flexible/Willing to Change Your Practices
- Results
- Again, MBWA



Our Options

- Ask Generations to Conform
- Change Management Practices
- Remember...>50% of the workforce is age 38 or younger



Generations and...

- **OTHER** factors forming our **MENTAL MODELS**

Race

Ethnicity

Gender

Sexual Preference

Religion

Geography

Life Experience



Best Practices



- **Self-Awareness**
- **Other Awareness**
- **Talk About It!**
- **Programmatic Intentionality and Flexibility**
e.g. EWHC Mentoring



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QUESTIONS?
COMMENTS?

